



Improving Internal Communication between Marketing and Buying Departments: Case Company

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ABSTRACT

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This thesis was commissioned by a Finnish retailer, referred to as the Company, regarding the development of more efficient internal communication between marketing and buying departments during campaign planning and execution. The objectives of the thesis were to examine the current state of internal communication between the departments, uncover possible areas for improvement and give recommendations for improving efficiency in communication processes.

The theoretical part comprised of theories regarding internal communication. The micro environmental framework was discussed in relation to internal communication. Primary research was conducted using a quantitative method in the form of a survey, which sent to employees in September, 2014.

The outcome of the study indicated some areas for improvement in the interdepartmental communication, particularly with transparency and timely delivery of information, which have led to decreased efficiency. It was concluded that to improve effectiveness, internal communication should be subjected to total quality management (TQM) standards (Ross 1999). Based on the analysis of the survey results, a communication sub strategy was drafted specifically for interdepartmental communication and some recommendations for future development were provided.

This research was conducted in a Finnish retailer in Finland and thus cannot be generalized over cultural borders as the conduct of communication is closely tied with culture. The study does not include internal communication in the entire Company and is restricted to the process of campaign planning and execution.

Key words: internal communication, interdepartmental communication, organizational culture, communication strategy, total quality management

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GLOSSARY

CMC	Computer Mediated Communication
HR	Human Resources
KM	Knowledge Management
Plc	Public Limited Company
ROI	Return on Investment
TQM	Total Quality Management
VOIP	Voice Over Protocol

1 INTRODUCTION

The purpose of this thesis is to examine the internal communication at the case company concentrating specifically on two departments; marketing and buying, in the process of planning and executing campaigns. The objective was to provide further suggestions for developing more efficient and effective processes.

Internal communication was researched due to its importance to all business functions and units, as different processes are tied together through communication. Evaluation and development of internal communication is required in today's dynamic business environment in order to develop and maintain efficient processes.

1.1 Theoretical Framework and Limitations

The theoretical framework of the study is drawn by secondary data on internal communication, organizational culture, design and behavior as well as quality management. Research was conducted using various different sources, including books, e-books and the internet. Primary data was gathered from employees at the Company via a survey regarding interdepartmental communication.

This research was implemented in a Finnish Company in Finland among Finnish employees. Therefore, it cannot be generalized over cultural borders as communication is closely tied with culture.

1.2 Research Methods

The author chose to execute a quantitative research method to study the internal communication at the Company, because quantitative research allows for dependable results in numbers and can be used in the future to measure further development. The chosen measure for the quantitative answers was the Likert scale, measuring opinions on a scale of chosen numbers which provide calculable results (Johns 2010). The data reveals qualitative answers on preferences of the respondents, which provides the author a clear analysis

of the current state of communication. Open-ended questions were also added to the survey to gain in-depth answers and thorough understanding on the subject. In addition, respondents were asked about suggestions for further improvements. Choosing a sample for the survey was conducted using a nonprobability sampling method, expert sampling (Trochim 2006).

1.3 Structure of the Thesis

In Chapter 2, the concept of internal communication will be defined and aspects in relation to the communication process itself will be identified. Chapter 3 will discuss the implications of an organizations structure and culture to communication. Means for planning and evaluating communication will be introduced in Chapter 4. The Company, its culture and design in relation to internal communication will be introduced in Chapter 5. The research process will be described in detail in Chapter 6. Chapter 7 introduces the survey and the objectives of the questions. Results will in addition be revealed. Finally, Chapter 8 includes final discussions regarding recommendations for future development. Possible topics for further research are provided and success of the study is evaluated.

2 INTERNAL COMMUNICATION

This chapter will focus on the concept of internal communication and discuss the related theory. The degree of formality, implications set by audience and implementation of various communication channels will be considered.

2.1 Definition

Communication is an essential function in an organization as all work processes involve communication. Internal communication is defined as communication that occurs in an organization between the individuals of that particular organization (Huczynski & Buchanan 2013). Communication may be downward, upward or lateral; occurring between different departments in the company. Just as external communication, internal communication is also a vital business function and should be planned and controlled.

Traditionally, internal communication has been perceived and carried out in organizations as solely informing staff regarding changes, different procedures and company policies as well as business strategy (Huczynski & Buchanan 2013). It seems still too few companies have recognized the value that could be gained from internal communication as a means of promoting innovation and gaining fresh ideas from employees. Employees will be more attentive to communication if they are given the chance to be interactive (Farrant 2003). However, Juholin (2010, 127) suggests that the recognition of the importance of internal communication has increased throughout occupations.

“Communication always happens, whether attention is paid to it or not and as all other organizational functions, it should be managed by a dedicated employee as an internal communicator or by an internal communications department” (Holtz 2004). The “internal communicator” (Smith & Mounter 2008) should have the resources in terms of knowledge as well as connections to management where decisions are made in order to gain credibility and succeed at the job. In addition to the employee or team of employees, it should be kept in mind that internal communication is everybody’s responsibility in the organization. Otherwise, it may easily become a one-way stream of information rather than a two-way conversation. The best scenario for communication would be an open, interactive conversation in the organization (Smith & Mounter 2008).

A fundamental factor enabling efficient and interactive communication is listening (Dignen 2013, 37). It can be concluded that in order for individuals to have profound interactive communication, listening is required from all parties. Therefore it should always be valued highly and paid great attention to, in order to avoid miscommunications. Misinterpreting messages might result in misunderstandings and conflict. Ignoring the importance of listening will increase the time spent on unnecessary repetition of messages, increase the risk of mistakes and in the end result in wasted time. (Dignen 2013)

Different variables including the external environment, status differences between staff members, nature of one's work contract such as short-term, all have an effect on communication (Huczynski & Buchanan 2013). Additional problems that can interfere with communication are discussed in more detail later in the study.

2.2 Formal versus Informal

As with external communication, internal communication can be carried out formally or informally, by newsletters or "grapevine or round the water cooler" (Smith & Mounter 2008, 81). The two make up communication as a continuum. The degree of formality depends on variables such as company culture and organizational design. Only formal communication can be planned by organizations. Nonetheless informal communication has to be taken into consideration as it also accounts to the success of an effective communications plan. (Smith & Mounter 2008)

Informal channels of communication include the grapevine, which is in its essence talk in the break room. Although informal communication can be disregarded as plain gossip, organizations should recognize the opportunity to benefit from it. Smith and Mounter (2008, 99) suggest that organizations have two ways of making use of informal communication by either "... tuning in to find out what is being said or to transmit your own messages". Additional informal channels can provide support to formal channels if employees feel formal channels succeed in delivering the right information at the right time (Farrant 2003, 17). Organizations might also benefit from informally conducted cross-departmental communication, as it might assist in enhancing formal cross departmental

communication. Additionally, sharing ideas with a mix of skills and knowledge from different departments might lead to new innovative work processes.

2.3 Audience

Smith and Mounter (2008, 25) suggest that when designing internal communications, the targeted audience has to be defined and the communication should be tailored to fit the audience while keeping within the framework of the organizations' goals and objectives. Communication tools have to be carefully chosen according to the employees' competence to use the tools, location of work stations, accessibility to the tools, as well as the type of lingo employees use and understand. When communicating to front-line staff, boardroom jargon should be avoided due to the possibility of causing confusion and misunderstandings. (Smith & Mounter 2008)

Middle management is defined to be the gateway of information from the board to front-line employees and thus play a key role in efficient communication. Consequently it is crucial to directly incorporate middle managers in the process of communication in order to avoid communication blockages often typical at this level (Smith & Mounter 2008).

2.4 Communication Channels

When it comes to choosing communication channels, Huczynski and Buchanan (2013) suggest that there is no absolute best communication channel. Some channels are more effective in delivering messages than others depending on a variety of factors such as the target audience as well as the message itself.

Choosing the suitable communication channel is critical in order to reach the targeted audience. An assortment of communication channels that complement each other should be utilized in order to reinforce the message due to employees' different preferences. Especially larger corporations are encouraged to use a variety of media to reach all employees and utilize at least one channel where employees can find documented information again if it is needed (Smith & Mounter 2008). In addition individuals are only able to concentrate for a specific amount of time, particularly when introducing new information

(Farrant 2003). Therefore, any training and other materials that need to be referred back to should be documented in a shared space.

The content and the extent to which it should be conveyed are to be considered when planning communications. In order to get the key content across to the audience clearly and in an understandable way, the content has to be narrowed down enough not to confuse the audience with vast amounts of information unrelated to the topic. As studies show, audience that finds information too complicated and not understandable, tend to stop listening much faster compared to an audience that is presented with information they can understand and therefore feel it is relevant to them. (Dignen 2013, 28)

2.4.1 Traditional Communication Channels

Face-to-face communication can be utilized one-on-one or from one person to a group of individuals. Simplicity of the message remains a key factor in one-on-one situations as well as when communicating to a larger crowd. Communication to large audiences should be supported by additional tools such as visual materials. Larger corporations might use visual tools to add to the media mix in order for employees in remote locations to be able to follow and join in. Regular face-to-face meetings are essential to keep staff informed and updated; this helps to avoid harmful information gaps which might be filled by inaccurate gossip around the water cooler. (Smith & Mounter, 2008)

According to Huczynski and Buchanan (2013) popular means of internal communication have proved to be various types of meetings, such as department, team and one-on-one with superiors. Despite currently living in the Digital Age with a vast amount of possible communication channels, face-to-face communication is still valued and highly recommended especially with messages that impact employees personally. If face-to-face communication is chosen as the communication channel it has to be ensured that the parties involved have a mutual understanding of the situation and issues concerned. Unless both parties share the same understanding, the other individual will interpret the message based on their knowledge and background. The most appropriate use of face-to-face communication is suggested to be a scenario when the content of the message is fairly straightforward and interactivity is encouraged. Feedback can be used to assess the listener's comprehension and provide more insight to the matter if necessary. (Smith & Mounter 2008)

Print media is suggested to be an essential intercompany communication tool for all corporations even though it is often thought of as out-of-date. Successful intercompany communication plans are suggested to involve print media for evaluation and the company intranet for news on current events. Stimulating outlines should be enforced with print media to make it as appealing as magazines for external audiences, rather than just mandatory company publications. Prints should be used for emphasizing important values and points in order to elaborate the message. (Smith and Mounter 2008)

Phones have been long been used as a communication channel and today they provide several methods of communication, from calling to text messaging to video calls. Calling provides instant access and feedback, on the assumption that the receiver answers and it is often used for urgent matters when a reply is needed on the spot. Texting in turn allows the receiver to answer at their convenience and should be used for non-urgent matters, such as reminders and checking up on matters such as meeting schedules.

2.4.2 Computer Mediated Communication

Computer mediated communication or CMC dominates the communication scene of today, which is also seen in intercompany communications. CMC implemented by organizations can be roughly divided into two types; the more old-fashioned intranets and as the newer addition, the use of social media (Smith & Mounter 2008)

Most companies have an intranet for sharing inter-company information like upcoming campaigns and briefings on current events inside the company as well as external business news updates. In comparison to print, online publications and newsletters provide easier access for all employees with the sole requirement of having access to a computer, which is relatively common in today's working environment. Online publications are also an effective means of publications as they allows for fast response to current events. Nevertheless the fact has to be taken into account that internet based publications can be more difficult to read than print media. CMC can be effectively enforced by adding other media into the equation, such as newsletters and reminders sent by e-mail. A significant advantage that CMC provides, which traditional print media is not able to, is the opportunity

to give feedback instantly resulting in an interactive conversation. (Smith & Mounter 2008)

E-mail

E-mail can be utilized for formal as well as more informal communication. However, companies often have protocol for e-mails regarding the content among other factors. These policies act as precautions to avoid misinterpretations or miscommunications, such as sending e-mails with highly sensitive information to external parties. The title and content of the e-mails must be carefully considered to catch the attention of the recipient and for the mail not to be regarded as junk. This can be achieved by clearly stating the sender and keeping the subject matter uncomplicated. Vast amount of e-mails received on a daily basis can lead to information overflow where an individual receives too much information for them to handle, which can result in important messages being ignored. (Smith & Mounter 2008, 191)

Intranet

Today work is increasingly done on the intranet and intranets have gained popularity as communication channels concerning company news. In order for the intranet to be sufficiently used, it should be made simple for all parties to use. Consequently, training should be provided for employees to enable the utilization of the intranet to its full capacity. Intranets also allow for retaining essential information for later use, such as company policies and guides to employee training. Fundamentally, they provide all employees with the same information and ability to examine and explore. (Smith & Mounter 2008, 195-196)

Blogs and Wikis

Blogs and wikis are other internet-based communication platforms that could be implemented as internal communication channels. Blogs enable the writer to discuss their views and opinions on matters and allow readers to be interactive as questions and comments can be posted. Wikis are websites where individuals can add content themselves. They could be utilized for updates on different campaigns and schedules. The majority of

these are accessible to all for editing, but it is also possible to add restrictions. (Wright 2009, 39-40)

Podcasting

Podcasting is essentially creating and listening voice recordings. Podcasting differs from other communication channels in the way that it can be efficiently utilized while performing another task. Its functionality is a great advantage, as it can be listened at home or while commuting. (Wright 2009, 40-41)

Live Broadcasts

Live broadcasts of meetings are a key to keep the entire workforce informed in the case a company has employees positioned in different business units or abroad. Nevertheless broadcast alone is not sufficient enough but should be supported by a form of written communication such as printouts, which employees can refer to during the meeting. Visual aids will help maintain attention better. (Smith & Mounter 2008). Streaming broadcasts could be utilized when employees have missed meetings, as the meetings could easily be posted on the intranet and watched online at one's convenience (Wright 2009, 39).

Voice Over Protocol

Voice Over Internet Protocol or VOIP is a type of live broadcasting service, which allows for phone and conference calls with video. Web conferences allow remote staff to take part and engage in meetings. Additionally, the content can be watched again, which enables for instance employee training scenarios to be watched by new employees at their own convenience. (Wright 2009, 42)

Instant Messaging

I-messaging is a form of instant messaging. It allows for fast and efficient communication on the default that the other party is available at the time (Wright 2009, 42). Instant messaging can be carried out with phones or computers through several different services. If

instant messaging is a part of the company's communication strategy, a shared I-messaging service should be provided for all employees.

3 ORGANIZATIONAL STRUCTURE AND CORPORATE CULTURE

In this chapter, organizational structures will be defined and explained along with corporate culture. The implications that structural and cultural factors have on communication will then be discussed. Organizational behavior will be examined and its origins will be discussed.

3.1 Structuring of Organizations

The organization itself acts as the micro environmental framework for internal communication. Understanding the organizational design provides insight on how communication functions in a particular setting. Organizational design dictates the functions and coordination employed in an organization which results in a certain way of implementing communication.

The design of any organization depends on various factors both internal including the number of employees and the length of the company's history as well as external such as the environment in which the organization operates. "The structure of an organization can be defined simply as the sum total of the ways in which its labor is divided into distinct tasks and then its coordination is achieved among these tasks." (Mintzberg 1993, 2). Therefore division of labor and the coordination of work are the two basic elements when looking at organizational design.

Units and subunits which make up organizations are formed by grouping. Grouping can be organized according to various principles; (1) *work-flow*, grouping according to the arrangement of work; (2) *process*, which is in association to job specialization; (3) *scale*, being connected to reaching economies of scale; and (4) *social*, which entails the benefit of a social network (Mintzberg 1993, 54-58).

3.1.1 Coordination Mechanisms

Coordination mechanisms are the tools and means used to control and supervise the work done by the operating core or front-line employees. What differentiates these mechanisms

from each other are the span of control, being the number of subordinates working under one boss and the degree of formality of supervision and communication. (Mintzberg 1993, 8)

Beginning with the least formal mechanism, *mutual adjustment*, where employees are in charge of coordinating their own work. Mutual adjustment is favored in quite small organizations where employees communicate with each other informally on a daily basis in order to do their jobs. In addition to small organization, mutual adjustment is used in very large and complex organizations where work is very dynamic and work processes might need to be constantly altered as they go. Thus arises the need for workers to manage their own work in order to achieve the targeted results. *Direct supervision* is an appropriate means of coordination in slightly larger organizations where mutual adjustment doesn't suffice anymore. The basis of direct supervision lies with leaders who manage the group's work and control results. (Mintzberg 1993)

Coordination of work can also be standardized to various requirements or targets; outputs, inputs and work processes. *Standardization of inputs* can be used with tasks where individuals are required to have skills and knowledge to do a job correctly and these factors coordinate the work. Standardizing inputs is appropriate when the tasks are very complex and dynamic. *Standardization of outputs* is based on the previously set targets that employees are required to achieve. *Standardization of work processes* can be applied when work processes can be pre-set and an employee only has one task to do. Tasks and procedures are predefined and employees are expected to do them in the predefined manner. (Mintzberg 1993)

3.1.2 Organization Structures

Organization structures can be categorized into four different types based on the management methods, strategic division in the organization, and the form of decentralization or division of power used. The structures are simple structure, machine bureaucracy, professional bureaucracy, divisionalized form and adhocracy (Mintzerg 1993, 153).

The *simple structure* is seen in small companies where coordination is achieved by direct supervision and top managers are fundamental components as they possess all decision

power. Communication is implemented casually without strict regulations and is implemented directly between top management and front-line employees. *Adhocracy* is the least formal structure and coordination is implemented informally through mutual adjustment. Internal communication is also carried out informally. These two structures are non-bureaucratic or organic. (Mintzberg 1993)

Organizations structured as *machine bureaucracies* implement standardized work procedures as means of coordination. Internal communication is implemented formally through middle management. *Professional bureaucracies* rely on the front-line employees as strategic elements. Management is implemented through standardized skills. Indoctrination is a key element and learning is achieved on the job. Little internal communication, executed formally mostly in the manner of guidelines originating from external societies of the profession. The *divisionalized form* relies greatly on middle managers and is coordinated through standards on outputs. Internal communication is implemented formally up in the hierarchy in the form of performance outcomes and down as requirements that have to be met. (Mintzberg 1993)

Liaison positions, which officially manage operations and communication between different organizational divisions, are present in all structures with the exception of the simple structure at different levels. However, these positions do not possess authorization over decisions but simply act as couriers, delivering messages (Mintzberg 1993). Organizations with divisionalized form often rely greatly on liaison devices for interdepartmental communication.

3.2 Definition of Organizational Culture

When it comes to communication, the environment has to be considered as communication takes place in a framework of the external and internal environments. Schein (1999) argues that culture has to be taken into consideration when observing an organization and therefore, when examining the way communication is executed in a company, the prevailing culture should also be taken into account as a distinguishable factor. Factors such as the formality of communication and the company stance to informal communication depend greatly on the organization culture. (Schein 1999)

Huczynski and Buchanan (2013, 502) define organizations as “social arrangements for achieving controlled performance in pursuit of collective goals”. These common goals as well as individuals’ values are the base that organizational culture is founded upon. Bob Waisfisz suggests that corporate culture also entails the manner in which employees interact with each other and how they perceive their jobs in relation to the external environment (Waisfisz, “An organizational cultural perspective”, n.d.).

The culture of a group can now be defined as a pattern of shared basic assumptions learned by a group as it solved its problems of external adaptation and internal integration, which has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems. (Schein 2010, 34).

Culture is the fundamental factor that drives individuals to behave in a certain way in certain situations and perceive things in the way they do. Understanding a culture requires the observer to set aside his own assumptions and attitudes about the culture and try to comprehend it from the point of the individuals in that particular culture. When observed with one’s own assumptions and experiences, another culture might seem incomprehensible. (Schein 2010)

Schein suggests that company culture starts with the founders’ beliefs and assumptions which are then adopted by the group of individuals working in the company and then passed down onto new employees through indoctrination (Schein 1999, 30-31). Indoctrination is essentially the “socialization” process of a new employee to the culture and behavior of the company (Mintzberg 1993, 41). Indoctrination can reveal certain manifestations of culture but the deeper beliefs and values, which Schein (2010) also refers to as *basic underlying assumptions*, cannot be seen at this stage. Later on when the new individual has been accepted into the group completely, these underlying assumptions are exposed. However, even at the indoctrination stage some of these assumptions might be revealed if faced with critical circumstances, as these assumptions guide the actions of employees in these situations. Managers need to recognize the importance of cultural factor and understand the company culture and underlying assumptions. (Schein 2010, 36)

3.2.1 Model of Corporate Cultures

Smith and Mounter suggest that organizational cultures can roughly be divided into four types. In *power cultures*, the control lies with the founder of the company. Internal communication is also implemented by the founder or at the minimum they have a notable role in it. *Role cultures* are often seen in bureaucratic organization designs and emphasize roles and job specialization. (Smith & Mounter 2008). In addition, behavior formalization is typical in role cultures as behavior of individuals is formalized by their job position (Mintzberg 1993). As discussed previously in Chapter 2.4, communication in organizations with multiple hierarchical levels is best implemented using various communication channels to reach all personnel. Disadvantages presented by role cultures are lengthy reaction times in terms of responding to changes in the market. In addition, hierarchical structure, which often related to role cultures can suppress creativity and innovation. (Smith & Mounter 2008, 33-34)

Person culture focuses on the professionals who the culture is built around. Person cultures are generated in professional bureaucracies, discussed previously in Chapter 3.1. *Task culture* emphasizes the task at hand and is best suited for smaller organizations where parties have a background of working with each other. Communication is best planned according to the on-going project since this culture refrains from any additional activities. (Smith and Mounter 2008, 34-36)

3.2.2 Levels of Culture

Schein (1999) introduced a model describing cultures, which divides culture into three levels, as seen in Figure 1. The three levels are differentiated by transparency and accessibility.

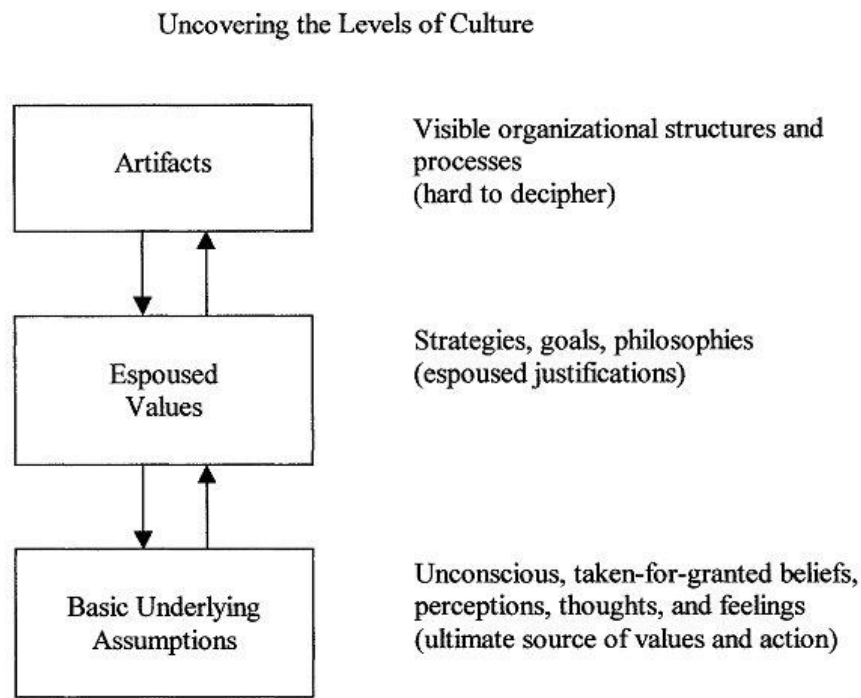


Figure 1: Edgar Schein's Levels of Culture. (Brigham Young University, 2011)

The first level consists of *artifacts* of organizational culture, which are fairly visible and transparent; they can be defined as the surface manifestations of culture. One can observe this level through employee behavior among each other as well as with outsiders and regarding company procedures. Additionally, physical objects in the micro environment reveal superficial facts about the prevalent culture. These indicators can range from various items around the office to company norms and mottoes. Physical layout of the workplace can also indicate these values of corporate culture by the way employees are seated; far from each other or in teams in close vicinity. (Schein 1999, 14-16)

The second layer of corporate culture is not transparent anymore but is reflected in the actions and behavior of employees. The *underlying values* that construct this layer are intangible beliefs or "general preferences" (Schein 1999) as well as concepts of right and wrong, which guide employee behavior to be what is desirable in the organization. These values can include teamwork, integrity, citizenship and honesty. The values can be discovered by asking questions from the employees that reveal facts about their ideology, which they base their behavior and decisions on. (Schein 1999)

Basic assumptions are present at the core of the culture and embody the basic aspects of the company's strategy and business conduct. These basic assumptions stem from the founder's ideology and preferences, on which other employees then proceed to perform accordingly. These assumptions are well embedded in the organization and are very hard to observe as they are silent assumptions of the way of behaving and doing business, they help explain why employees behave the way that they do. (Schein as cited in Huczynski & Buchanan 2013)

It is suggested that without understanding these basic underlying assumptions, one cannot decode the meaning of the artifacts or understand the essence and origin of the espoused values. These two layers can be seen quite easily, but the motives behind them have to be understood in order to make sense of why they are the way they are. (Schein 2010, 47)

3.2.3 Maslow's Hierarchy of Needs

Daniels, Spiker and Papa (1997) suggest that Maslow's hierarchy of needs theory can be applied to motivating employees. The theory suggests that five fundamental human needs direct one's actions and can be arranged hierarchically in the order they need to be fulfilled.

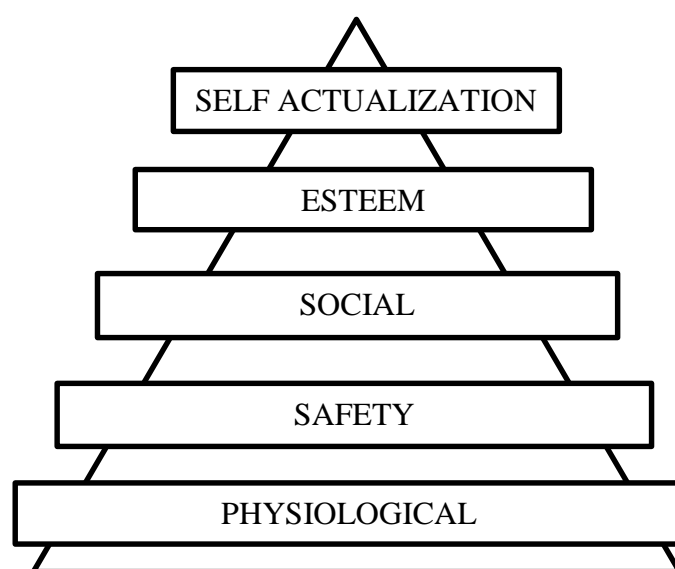


Figure 2: Maslow's Hierarchy of Needs. Adopted From Maslow.

The five needs (Figure 2) are; (1) *physiological*, consisting of the most basic needs for humans to stay alive such as food and water; (2) *safety*, comprising of shelter and not

being in danger; (3) *social*, entailing the feeling of being accepted and loved; (4) *esteem*, being more complex psychological needs of knowing one's status and having self-esteem; and (5) *self-actualization*, which differs from the aforementioned due to its complexity and motivation for fulfillment (Daniels, Spiker and Papa 1997). As the first four are basic for human survival and well-being, motivation for them is decreased once the need has been fulfilled. The motivation for self-actualization functions in the opposite manner and motivation to fulfill this need increases as it is being fulfilled. Employers will benefit from being aware of this as it could be utilized to create intrinsic motivation for employees. Achieving intrinsic motivation requires no external incentives as it develops from one's own needs (Chmiel 2008, 30). In order to accomplish this, employees' needs and the company's needs must be aligned for employees to achieve self-actualization through their work. (Daniels, Spiker and Papa 1997)

3.2.4 Hofstede's Model

Geert Hofstede's model, "Dimensions of Organizational Culture" specifies five aspects that define and explain corporate culture ("Organizational Culture" n.d.). These are all continuums with different factors at the opposite ends that help define culture. The five autonomous dimensions are the following; means versus goal oriented, internally versus externally, easy going work discipline versus strict work discipline, local versus professional and open system versus closed system. This model has been even further developed by Bob Waisfisz adding two semi-autonomous dimensions; degree of acceptance of leadership style and degree of identification with your organization. ("Organizational Culture" n.d.)

The first autonomous dimension is the *means versus goal oriented*. Where a company's culture falls on this continuum depends on the mindset of the organization, which the employees relate to and strive to follow in their work. In a means oriented corporation the fundamental factor is the method that the work is done and employees focus on how to do the job. In a goal oriented organization the results are what employees focus solely on the goals and do whatever it takes to achieve them. ("Organizational Culture" n.d.)

The dimension of *internally versus externally driven* focuses on how customers' needs are met. Companies that are very internally driven emphasize values of honesty and business ethics and base their operations on the fact that they are aware of what is best for the customers. In a very externally driven company employees focus closely on the customer preferences and meeting their specific needs rather than taking their tasks as given. ("Organizational Culture" n.d.)

The third continuum; *easy going work discipline versus strict work discipline* indicates the means and extent of coordination. As the company structure largely relates to the prevailing culture, structures differ in easygoing versus strict work disciplined cultures. Extremely hierarchical organization structures that exercise standardized means of coordination, often host a cultures with very strict work discipline. Employees act accordingly to the structure and discipline, are prompt and take business seriously. A more easygoing culture embodies less discipline and supervision, which are found in flatter organization structures such as the simple structure. Cultures which employ looser control mechanisms are less predictable than strict culture. ("Organizational Culture" n.d.)

According to Hofstede's theory, the dimension of *local versus professional* culture is embodied in how the employees identify themselves. In very professional cultures the employees identify themselves with their profession and title and they are independent from each other. In a company whose culture is more local employees identify with their superior and the department they work in. Employees tend to have a strong motivation to be like all other employees and their goals are usually short term, while in professional cultures employees tend to focus on the long term goals. ("Organizational Culture" n.d.)

The dimension of *open versus closed* cultures can be identified by how new employees are welcomed in the company. Closed cultures favor employees from inside the company when looking for new employees and recruiting can be quite selective. In open cultures it is believed that most people would be suited to the company and new employees from outside the company are just as welcome as from the inside. ("Organizational Culture" n.d.)

Employee-oriented versus work-oriented dimension relates to the beliefs and values of the management and their views of what is more vital, the welfare of employees or achieving the results. In a very employee-oriented culture employee welfare is highly valued

and ensured even if that leads to a momentary decrease in outputs. In highly work-oriented cultures, results are seen as priority and have to be achieved even at the cost of employee welfare. (“Organizational Culture” n.d.)

Degree of acceptance of leadership style, the first new dimension added to the model relates to the preferences of leadership styles of employees’ and how their supervisor’s leadership style fits these preferences. The second new dimension; *degree of identification with your organization* reveals the extent to which employees relate to the company itself as far as their personal values and views go. (“Organizational Culture” n.d.). Recognizing this dimension can be beneficial to organizations if they are able to establish a culture employees identify with. Chmiel (2008) suggests that as needs and values of the company and employee are aligned, employees develop intrinsic motivation to fulfill their tasks.

3.2.5 Subcultures in an Organization

Subcultures are born within a company’s prevalent culture due to differences in goals and values of different departments and levels of an organization. “These subcultures share many of the assumptions of the total organization but also hold assumptions beyond those of the total organization, usually reflecting their functional tasks, the occupations of their members, or their unique experiences” (Schein 2010, 67). In conclusion, different subsidiaries and even departments within an organization might develop their own cultures according to their tasks and even physical location. Subcultures may differentiate from the overall company culture through job specific jargon used in some departments that other departments are not able to comprehend. Due to differences in jargon, one should consider the type of language used as well as channels and manner of communication in cross-departmental communication keeping in mind the intended audience. (Schein 2010)

Schein (2010) suggests that due to differences in the subcultures, using cross-functional teams in an organization can prove to be challenging as employees from different departments and job functions have different subcultures by which they operate. If these cultures differ drastically in terms of values and beliefs, individuals might find working together quite problematic if they disagree with the views of others and thus efficiency is decreased. The parties often also have different goals, which can make efficient cooperation

as well as decision making. Contradicting goals leads to inefficient cooperation and frustrated employees. (Schein 2010, 67)

In addition to existing in different branches and departments, subcultures also exist at different hierarchical levels. Three general types of subcultures can be defined in an organization and have to be taken into consideration by managers as they need to make sure all these subcultures share the same objectives as an organization. First of these is the *operator subculture* which consists of the culture of the front-line employees. This group of employees shares the belief that they are vital for the company's operations as they perform tasks of for instance selling or manufacturing products. Front-line employees are aware that their operations require collaboration with each other to effectively and efficiently do their tasks. They have to possess knowledge and skills to complete their jobs but also be innovative as they are aware that unexpected events can occur and they need to be prepared and equipped to handle these situations and manage conflicts. (Schein 2010)

The *engineering/design subculture* consists of the part of the organization which is accountable for the technological functions of the organizations. They are engineers that create and design systems such as software and other programs with the intention of making daily jobs increasingly effective and efficient leading to cost-effectiveness in the organization. Their subculture revolves around creating and designing innovative ways of automating more and more tasks and thus eliminating humans from this equation. "The shared assumptions of this subculture are based on common education, work experience, and job requirements" (Schein 2010, 71). Due to these underlying assumptions, it is believed that humans are the ones that make the mistakes and thus automating as many functions as possible will lead to more efficient and effective operations as human mistakes are reduced. Relating to this, engineers often resist the need of human control and supervision of machinery. However, as discussed previously, human operations and innovation are needed due to today's dynamic environment and conditions might change unpredictably. (Schein 2010, 71)

The third subculture resides higher in the organization than the two aforementioned cultures. The *executive subculture* is formed by the environment and tasks of the managerial parts of the organization which revolve around the two basic assumptions of this subcul-

ture; the financial motivation and the image of an isolated omniscient leader. As executives are in charge of the well-being of the company in terms of finance, their values lie with the financial aspects of the organization. This leads to the same ideology on employees as that of the engineers; humans are viewed as costs rather than company resources. The managerial subculture is impersonal as they become estranged from the workforce due to the amount of subordinates being far too large to know personally. This subculture can stem from managers developing new efficient and effective ways of managing their subordinates and performing their jobs. These new procedures are then passed onto new superiors who continue to operate by them and thus a new hierarchical culture is born among one level of management. As different levels of management might form their own subcultures, working together and making decisions becomes somewhat more challenging as for instance presentations need to be altered according to each level's preferences and understanding. (Schein 2010)

In order for the organization to function effectively, the following factors have to be aligned in all the subcultures; "group's ultimate mission, goals, means used to achieve goals, measurement of its performance, and remedial strategies" (Schein 2010, 96). Problems often arise from subcultures' different goals and procedures and their interaction in problematic situations will reveal a great deal about a company's culture.

3.3 Organizational Behavior

Organizational behavior is influenced by the corporate culture and occurs in the framework of the macro and micro environments. Micro environmental factors entail organizational features including employees, structure and coordination of organization. The external environment the organization exists in composes the macro environment. Macro environmental factors that impact an organization's behavior include competition and the overall market (Huczynski & Buchanan 2013).

Comprehension of organization behavior begins with studying employees, their relationship and leadership of an organization. In addition, organizations themselves must be studied to understand their influence on the behavior of individuals in that particular organization. Huczynski and Buchanan (2013) suggest that individual's attitudes and be-

havior in an organization are molded by the organizational structure. Hierarchical structures favor a role culture where employees identify themselves as holding a certain position as with role cultures, discussed in the previous chapter. Different expectations and demands on behavior originate from different positions. Consequently retaining a particular status in a company raises expectations about one's conduct. (Huczynski & Buchanan 2013)

George Homans (as cited in Huczynski & Buchanan 2013), proposes that the micro environment is created by company management's decisions concerning the following aspects; physical, technological and social. The physical aspects consist of the whole physical environment where the group or team functions, including the dimensions of the office space and people's physical location. Technological side includes both social as well as material technology. The social side includes the methods of interactions and behavior as well as relationships of individuals in a group. As for the material technology, this includes everything that enables employees to do their job such as their computers and other supporting equipment. Finally, as the third aspect in the model, social environment includes the system of the rules and norms that have been set up in the organization and can also be defined as the organizational culture. (Huczynski & Buchanan 2013)

In addition, appearance and language of top management guide those of subordinates and therefore while representing the company, should be aligned with the desired brand image. The appearance of work environment should also be subject to standards, according to what wants to be portrayed (Wright 2009).

Formal organization structures with standardized means of coordination lead to expectations of formal behavior on the part of employees. These structures encourage consistency, dependability and conforming to managements' requirements. More organic structures favor more informal behavior and employees have the ability to manage their own tasks rather than be told what to do. (Wright 2009)

4 COMMUNICATION PLANNING AND EVALUATION

Communication as any other business function should be planned and evaluated. Regular evaluation is essential to develop processes. This chapter will first discuss the differences between traditional and more modern approaches to communication planning. Then the creation of communication strategies will be discussed and evaluation of processes will be examined. In addition, problems that can interfere with communication will be discussed. Lastly, total quality management will be introduced and its applicability to communication will be considered.

4.1 Traditional and Modern Approaches to Communication

Communication as a subject of study has traditionally been divided into two schools; the “process school” and the “semiotics school” by how they see and interpret communication (Fiske 2002). In process models, the concentration is as implied, on the process starting with the sender and ending with the receiver. The chosen media and communication channels are central to this school of thought. In the case of communication failure, as Fiske (2002, 2) describes it, the communication process is carefully examined to find out the stage in which the malfunction happened. The other school, semiotics, concentrates on the message and environment of communication. This model examines the way messages are constructed and the cultural setting in which messages are exchanged. (Fiske 2002, 2-3). The process model still appears to endure in some management approaches to communication.

Today, strictly one-way, linear models of communication have largely been abandoned in favor of newer models, which include the possibility for interactive communication by feedback. Major changes have had to be applied to modernize the communication model to quickly respond to today’s dynamic environment. However, modern models have included factors from both aforementioned schools to construct an all-inclusive model of communication that is viable for evaluation and measurement. Communication planning models now describe a procedure that thoroughly includes all aspects in the entire process from the sender to possible feedback and references it in the given framework. Aspects to be considered in communication planning are such as the audience, complexity and

means of delivering the message. (Smith & Mounter 2008, 38). In addition, the importance of evaluation has been recognize and is to be made a regular activity to maintain quality and apply best practices (Juholin 2010).

4.2 Communication Strategy

Wright (2009, 19) suggests that communication strategy is made up the following five elements; company strategy, structure, systems, standards and skills. *Strategy* is based on goals that have to take into account internal factors; such as human resources of the company including the knowledge and skills; and also external factors including the business environment and visions for the future (Juholin 2010). The strategy should define targets that the organization strives to achieve in its internal communication, comprising of both long and short term goals. The crucial factor is aligning communication strategy with the overall company strategy. Essentially, communication strategy should emphasize features valued highly in the overall company strategy. (Wright 2009, 19-26)

Structure entails the overall design of the organization as well as the physical place where communication is seated, ordinarily human resources, corporate or marketing. *Systems* are the communication channels, discussed in more detail in Chapter 2.4. Besides the structure, *standards* also have to be constituted to measure results and benchmark against competitors. These standards should include one's appearance, behavior and content of communication. As discussed in earlier in Chapter 3.3, the behavior of top management guide the actions of subordinates and thus should well represent the company. Standards should additionally be applied to the physical environment of the work place as well as channels and content of internal communication. Behavior is central when setting standards as only through behavior is communication enforced. *Skills* as the final element of communication strategy should be constantly improved and monitored due to the dynamic nature of the external environment. (Wright 2009, 26-48)

4.3 Strategy Planning Process

Strategy planning starts with creating a situation analysis, incorporating the macro and micro environments and the challenges arising from them. Macro environmental challenges originate mostly from today's dynamic environment while micro environmental challenges comprise of events inside the company. Micro environmental factors include all Wright's aforementioned elements; strategy, structure, systems, standards and skills. Fundamentally the situation analysis is created by managers, HR (human resources) experts as well as communication specialists and is aligned with the overall strategy of the company. However, research can be conducted in order to find out employees' take on the current situation. Situation analyses are suggested to be conducted by probing, which is defined as an on-going thorough research process. Probing is favored due to the need for constant evaluation and development. (Juholin 2010)

Communication procedures should be evaluated on a regular basis and employee satisfaction should be measured to support efficient communications. Examining and documenting these communication procedures will then allow for easy follow up. (Juholin 2010)

In addition, employees being communicators themselves should be recognized as strategic parts of the process and should be valued as such. Incorporating dispersed workforce and those employees without access to digital communication into the communication strategy can prove to be complicated but is nonetheless necessary to avoid a communication gap. A gap in communication arises when the information is available but due to various reason it doesn't reach the target audience. (Wright 2009)

As discussed previously in Chapter 2, efficient communication requires commitment from not only top management but from all parties involved. Moreover, parties involved in communication must possess a common interpretation of communication and what it entails, which can be achieved by constructing a communication policy. Trust in other parties is critical for internal communication to be efficient and parties should be viewed as partners rather than subordinates or estranged colleagues in another department. (Wright 2009)

According to Farrant (2003, 13) the establishment of an efficient internal communications plan is based on a communications policy drafted by communicators in collaboration with management. Managerial presence assures respect and dedication to the communication process. Farrant (2003) suggests that a communications policy is the basis for a communication strategy, consisting of the following factors;

1. Key principles
2. Standards and measurement processes to monitor progress and build best practice
3. Channels and methods of communication
4. Roles, responsibilities and resources (Farrant, 2003)

The strategy allows for monitoring efficiency and progress. Key principles could include quick reaction times, especially regarding changes for individuals in the company. Direct and prompt communication encourages transparency and builds trust. (Farrant, 2003). “Action points” as Wright (2009, 17) describes them may arise from communication surveys, which will need to be attended to. The points should be addressed in the policy.

Common values for companies today include striving towards transparency in operations as well as an interactive and encouraging atmosphere, which should be applied to communication as well. Managers affect the opinions and attitudes of micro climate tremendously by their opinions and the way of conducting themselves. Therefore, they should enforce the communication strategy on their subordinates, not leaving all responsibility to the communicator. Communication training can assist in the construction of an interactive communication process and management should also be involved with the training. Management’s presence and involvement especially at the middle level assists in smooth communication flow preventing blockages typical at this level. (Wright 2009, 23)

4.4 Evaluation of Communication

Organizations invest money and other resources into communication, therefore it is to be subjected for measurement to concretely see the benefits gained from the resources invested (Wright 2009). Evaluation matched with previous results will reveal whether development has been made. Assessment can be done by aligning business strategy and outcomes to communication (Wright 2009, 15).

Reflection and evaluation is a fundamental action for validating the communication tools and processes as efficient. In order to maintain efficient internal communications not only do the staff have to be included in the conversation, but have to constantly evaluate it. Communication affects not only getting tasks done but also the employees' motivation and thus the organization's ability to innovate through the overall well-being of employees. (Juholin 2010)

Juholin (2010, 33) suggests that assessment of communication can be done in a cyclic manner, as presented in Figure 3. Beginning with the evaluation of the current state of communication. Secondly, targets have to be defined. Communication strategy defines how targets are to be reached. The next step is to study the functionality of the processes and the direct effects. Lastly the effectiveness is assessed on long-term and possibilities for improvements are identified in the process. (Juholin 2010, 33-35).

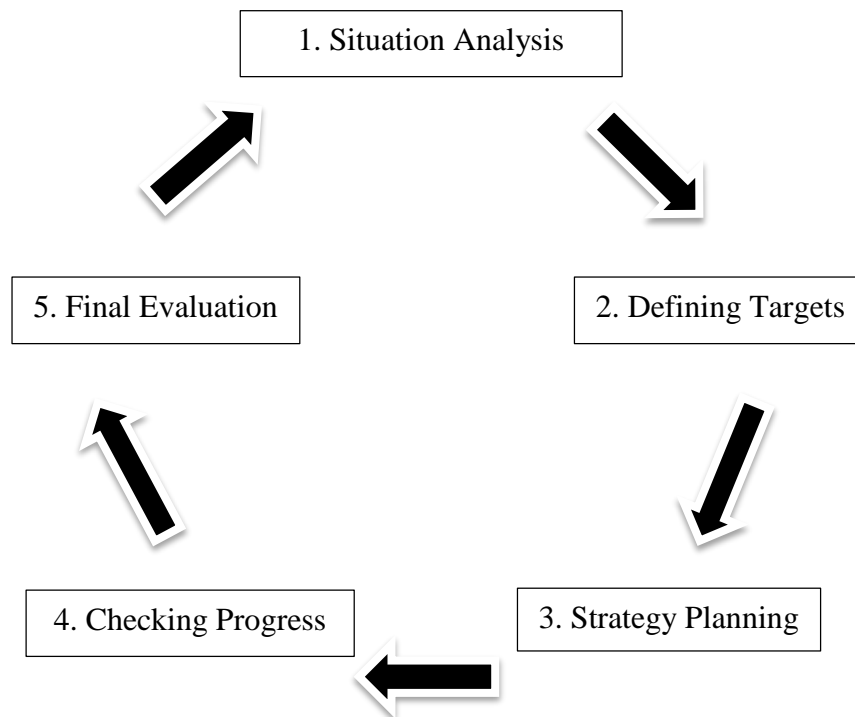


Figure 3: Evaluation as a continuum. Adopted from Juholin, 2010.

Self-evaluation has to be done by especially by HR and managers, but employees should also constantly evaluate their input to workplace communications (Juholin 2010, 84). One tool for evaluating the success of internal communication in a project or other procedure is a process description, incorporating evaluations about the complete process, including

the possible criticism from stakeholders and how the process fits in with the company strategy. (Juholin 2010)

Evaluation is needed in order to measure effectiveness of actions taken on the part of communication (Wright 2009, 17). Different sets of tools can be utilized to evaluate effectiveness and overall success of internal communication, such as benchmarking, surveys and audits (Smith & Mounter 2008). Surveys are often conducted as a preliminary method for further more comprehensive research as they can reveal areas requiring further study. In addition to just multiple choice answers Smith and Mounter (2008) agree that further comments from the respondents is essential for acquiring more informative answers. Qualitative approaches can be implemented in advance of quantitative studies to help specify matters that should be researched. In addition they can be utilized as a follow up of quantitative surveys to specify more in-depth answers. (Juholin 2010)

Communication return on investment or ROI is the financially measurable value of communication. Research has proved a link between thriving corporations and efficient communications. Nevertheless the accuracy of communication ROI is debated due to difficulty separating the effect of communication from other aspects that affect profitability. (Wright 2009, 16-17)

4.4.1 Problems to Consider

In addition to the communication gap discussed before, there are some other issues that can block or distort communication. Communication can sometimes be affected by noise, which is fundamentally any external or internal factor that has not been communicated by the sender but has added to the message causing challenges to interpretation. External factors can be concrete noise such as people other than the speaker talking in a meeting and internal factors for instance distracting thoughts. (Fiske 2002, 8)

Knowledge gap is a concept relating to mass media communication where only a selected group of people, substantially smaller than the entire audience are informed and the rest are kept in ignorance (Smith & Mounter 2008, 42). The spiral of silence is created when individuals do not comprehend the transmitted message and therefore remain in silence, which could be mistaken as conformity (Smith & Mounter 2008, 41). These factors also

have to be considered when surveying and measuring the effectiveness of communication as they can lead to biases in survey results if chosen sample is not extensive enough.

Further issues that can occur with communication are misinterpretations and disconnects. The latter occurs when communication is blocked at some level and does not reach the destination in time. Deficient internal communication can lead to employee dissatisfaction, decreased of motivation which in turn can result in financial losses for the company (Wright 2009). Extremely formal or inappropriate organization designs also create problems with internal communication as they can slow or even obstruct communication completely (Huczynski & Buchanan 2013).

The communication pattern analysis could be implemented to define any inconsistencies in communication. The pattern analysis is a method for documenting the origin, course and the extent of communication between a group of employees. The model is used to document the flow of information in a group and can be used to see the direction of communication. It helps identify gaps in communication and the direction that should be paid attention to. (Huczynski and Buchanan 2013)

4.5 Total Quality Management

Total quality management (TQM) is a quality control system that considers quality as a process of constant improvement with the objective of achieving competitive advantage in global markets. Ross (1999) defines TQM as "...the integration of all functions and processes within an organization in order to achieve continuous improvement of the quality of goods and services." These improvements are not limited only to the final product or service as a result but to the whole production chain and the human contributors in it (Ross, 1999).

Basic aspects that TQM accentuates are constant improvement, identification of problems already in the process stage and transparency of communication. Improvements on work processes are required and management needs to shift the focus from separate departments and levels of an organization to the essence of the process (Ross 1999). As Evans and Lindsay (1996, 112) state, "... a process perspective links all parts of and organization together and increases employee understanding of the entire system, rather than focusing

on only a small part”. Development of procedures results in decreased faults, increasingly satisfied customers which results in increased profit (Evans and Lindsay, 1996).

As with applying an effective internal communication strategy, management support and commitment are also prerequisites for a company to successfully employ TQM processes in their operations. Utilizing TQM in communication processes requires a clear framework for communications as well as a means of measurement to precisely measure the success as a result of increased efficiency. TQM in itself also requires a framework to ensure employees are endorsing the best possible quality in all their tasks (Evans and Lindsay 1996, 484). Ross (1999, 47) states that excessive hierarchical levels in the organization usually account for malfunctions in communication. Therefore, TQM favors flatter organization structures and empowering employees through looser controls.

In conclusion, TQM should be applied throughout the organization starting with committed management and should be placed a priority in all work processes. To ensure consistent quality, TQM should be integrated into the organization’s culture rather than just be held as an approach to business.

5 CASE COMPANY

This chapter will introduce the Case Company and discuss its culture and organizational design. The analysis of the culture and design was constructed in reference to the theory earlier in the study. After analyzing the corporate culture, subcultures of the two departments will be examined.

5.1 Introduction of Case Company

The case company that was studied is a fairly large Finnish retailer chain. This study focused on the interdepartmental communication between the Company's marketing and buying departments during their mutual projects, marketing campaigns from planning to execution. The Company has an in-house marketing department although some marketing activities are outsourced. The study will not take the outsourced activities into consideration. Both of the studied departments are physically located at the headquarters but on different floors of the building.

Managing the interdepartmental communications has been appointed to be the marketing coordinator's responsibility and they act as a liaison device between the departments. In addition to acting as an internal communication, the coordinator has other tasks such as reporting campaign sales and coordinating all marketing campaigns of a particular division. In reference to Smith and Mounter's theory discussed earlier in the study, the coordinator should enjoy the support of management to affectively facilitate the interdepartmental communication.

5.2 Organizational Design and Internal Communication

Referring to Mintzberg's theory on organization designs discussed in Chapter 3, the Company's organizational design was identified as a divisionalized form due to its grouping into divisions and many hierarchical levels. Communication is formal and generally performance based due to standardized outputs as the coordination mechanism. Middle management is a key element with this structure as they are the gate keepers of internal communication and regulate the flow of communication from top management to front-line

staff and vice versa. Due to middle management's central role, it is crucial to involve them in the process in order to avoid communication blocks. Possible disadvantages arising from this hierarchical structure are slow reaction times and stifled creativity due to focusing primarily on performance results. Due to the Company's many departments and a large staff an appropriate mix of media and communication channels are implemented to reach the entire staff.

5.3 Defining the Corporate Culture of the Company

Cultural factors along with the organizational design of the company determine methods of intercompany communications and why particularly these methods are implemented. Observing the corporate culture was achieved by abiding by Schein's suggestion of taking an objective stance. Corporate culture of the Company will be examined implementing various theories discussed in Chapter 3.2.

The following facts can be stated regarding the Company's culture using Hofstede's theory. Beginning with the first dimension, it can be stated that the Company is more goal oriented than means oriented, as it is a public limited company (Plc) striving for operating profit for its shareholders. Front-line employees are coordinated through outputs. Employees relate to working towards previously set goals and do whatever is needed to achieve them, the means of how they are achieved are secondary aspects often not considered.

When it comes to meeting the expectations of the commissioners or customers, the Company could be considered as externally driven, as the needs of customers are held in high regard. Specific needs of customers as individuals are seen as top priorities that should be met. Work discipline in the Company is extremely strict, which is a characteristic of the prevalent hierarchical organization design and coordination through standardizing outputs. The culture can be concluded to be professional due to employees relating with their profession and title rather than the boss and their coworkers. Behavior is formalized in accordance to the job position and employees are subject to expectations to behave in accordance to their position. This is in addition endorsed by Smith and Mounter's theory regarding role cultures where job titles are held in high regard and employees carry their status with pride.

When it comes to hiring new employees, it seems that individuals from inside the organization are favored in the recruitment process. As they are already in the organization it is more likely that they already relate to the company culture and act accordingly thus making them favorable candidates. While favoring insiders, the company has to recruit outsiders as well. In this case, the new comers are welcomed in the company but it seems that they are not formally accepted and respected as older, more experienced employees, until they have proven themselves as worthy. Culture is more work oriented than employee oriented due to primary focus on results.

As concluded by Schein's theory, as levels of hierarchy grow, managers are distanced from the workforce and thus very hierarchical organization models can lead to more work-oriented cultures in the organization as in the case of the Company. The culture emphasizes the importance of getting the work done at any cost which is consistently communicated by middle managers to the line-staff.

5.3.1 Subcultures in the Company

As discussed previously in the study, even though a universal corporate culture exists, which employees relate to, subcultures reside in different branches and departments. This is also very true in the case of the Company as two different departments and their communication is taken into close consideration. As discussed earlier with Schein's theory interdepartmental conflicts arise when the goals and objectives of these departments are fundamentally different and if the goals have not been aligned with the organization's overall goals.

The subcultures of both departments can be defined as operator subcultures but they are fundamentally different in terms of goals. The purchasing department's goals are to procure a commercial product range. Product range should represent the brand of the Company and distinguish them from competition by providing specific product ranges to targeted customers. The products and display should create a unique experience for customers, which is then communicated through marketing. As it comes to marketing, the buying department's objective is to gain visibility for as many of their products as possible through campaigns to achieve increased profits. Marketing department's goals on the

other hand consist of using their creative expertise to construct appealing marketing campaigns within the budget and deadlines for the target market. The departments often have a different view of how products should be displayed in the campaigns and conflicts sometimes arise, as it comes to commercial thinking versus creativity. In addition to different goals, conflicts can also be accounted to ignorance of the other party's priorities and procedures.

6 RESEARCH PROCESS

The research process will be explained in detail in this chapter. First, the selection of the research method is described and the purpose for selecting this particular method is explained. Finally, a means for measuring reliability will be introduced.

6.1 Selection of Research Method

The author decided to choose a quantitative survey method due to the efficiency of getting a large sample, which leads to more accurate results. The chosen measure for the quantitative answers was the Likert scale, used for measuring attitudes on a scale of chosen numbers which provide calculable results. The data reveals qualitative answers on preferences of the respondents, which provides the author a clear analysis of the state of communication as of the moment from the perspective of employees engaged in the process. The chosen scale was on the continuum of one being strongly disagreeing and five strongly agreeing (Johns 2010). Furthermore a few open-ended questions were incorporated to acquire more in-depth opinions regarding the current state of communication and to obtain suggestions concerning further development needs in the processes.

The author used a nonprobability sampling method, expert sampling, to select employees from the two departments. Expert sampling includes only individuals with the knowledge and skills of a particular area, which was required for this study (Trochim 2006). Employees were selected from the marketing and buying departments on the basis that they worked together to execute the marketing campaigns. The author did not include employees with no professional involvement to the other department. Employees from the buying department were selected from two different divisions in the company. Respondents were given one week's time to complete the questionnaire.

The survey was carried out online using Webropol, an internet based survey and analysis software (Webropol 2014). Respondents answered via a link sent to them, which ensured anonymity. Reasons behind implementing an online survey were convenience for employees, easily accessible results and cost-efficiency.

To analyze the reliability of the survey, the response rate can be used as a key indicator. Juholin (2010) suggests that with internal surveys, a rate of 50-60% is considered adequate although not often achieved. Roughly half of the sample provides fairly accurate direction of results if sample is chosen using a random sampling method.

6.2 Survey Process

The first stage of conducting the research was identifying targets. Establishing targets allows for evaluation when planning communication strategy as discussed in more detail in Chapter 4. Targets included examining the state of communication now in terms of effectiveness, channels used and existence of informal communication. The effects of organizational culture and organization structure needed to be evaluated to see whether appropriate methods and coordination mechanisms were employed considering the culture and design. Finally, the author wanted to develop suggestions in terms of more fluent communications.

The survey was first tried out by three employees to ensure comprehension and clarity of the questions and to measure how long it took to complete. The survey was first created in English but after conducting the trial round, the author received feedback on the language. It was thought that individuals would not necessarily respond as easily and thoroughly in English as in their native Finnish. Therefore, to possibly gain a larger response rate and more in-depth responses to open-ended questions, the author chose to conduct it in Finnish. After surveying, the questions and results were translated into English.

The survey was sent to a total of 63 employees, 48 employees in the purchasing department and 15 in the marketing department. The response rate of the purchasing department was 54% (26 individuals) and marketing 33% (5 individuals) making the overall response rate 49%. The reason for the number of employees surveyed from the marketing department being lower is due to the lower number of personnel working in marketing compared to buying.

7 SURVEY AND RESULTS

This chapter will introduce the survey conducted for employees (Appendix 1). First the objectives of questions will be discussed and then the results will be examined. The results will provide a situation analysis to the current state of interdepartmental communication.

7.1 Survey

The first two questions required the respondents to state their position in the company in terms of the department; marketing or purchasing as well as their job title; employee or superior. Among the respondents were two superiors and 29 employees. A total of 26 employees from buying and five from marketing responded to the survey.

The third question enquires about the respondents' general opinion regarding the effectiveness of the communication between the marketing and buying departments. To begin with, the author wanted to know employees' stance towards the effectiveness in general. Only later in the survey would more in-depth answers be acquired concerning different aspects of communication to identify specific development needs. The respondents were asked to give answers on the Likert scale from one to five, one being strongly disagreeing with the statements and five strongly agreeing. Answers were then analyzed using the statistical data.

The next three questions focused on the communication channels used for lateral communication. Due to the size of the Company, a mix of communication channels is employed to facilitate efficient communication. More traditional ones such as face-to-face and print media are used on a regular basis to communicate performance results and the overall state of the company. Conferences on a larger scale for the entire workforce are held quarterly. Smaller scale meetings hosted by middle managers are held on a monthly basis and team meetings on a weekly basis. The main agenda in common with all the meetings is to communicate financial performance. Furthermore, current matters concerning the Company as well as employees are discussed in these meetings. Print publications in the form of a company magazine are distributed quarterly. These print publications are not however employed in the communication between the two departments;

therefore this channel was excluded from the survey. The intranet is implemented in communicating company news and storing training materials which can then be referred back to. Channels provided by the Company were listed in question four and respondents were asked to state on a scale from one to five how frequently they utilized these channels. Options included the most common channels in general, which are face-to-face, phone and e-mail as well as company-specific channels entailing the intranet and Lync, which is a form of I-messaging the company has recently employed. Awareness of communication channels which are most utilized would give more insight into effectiveness.

Question 5 was used to find out any additional communication channels employed that were not listed in the previous question. The reason behind this was to most accurately analyze communication and the reasons behind effectiveness. In addition, the author wanted to know of any new communication channels. After specifying the channels used for communication it was essential to know the reasons for using these channels, which was the target of Question 6. The author would need to know the underlying motives employees have for implementing these specific channels in order to develop new suggestions to improve the communication. It was important to discover whether employees felt the communication tools were up-to-date, which was the objective of Question 7. Employing current tools for sharing information is imperative for efficient and effective communications in any company as employees should be kept and be able to keep themselves informed about current events.

Question 8 focused on employee relationships. Personal relationships between colleagues and frequent informal communication can lead to more effective interdepartmental communication. As discussed earlier in the study, companies could take advantage of informal communication to carry out their own messages and to support the formal channels. While being aware of the state of employee relationships discovered in the previous question, it was necessary to know to what extent informal cross-departmental communication existed. The frequency of informal communication across departments on non-business related topics will reveal more about employee relationships.

Respondents were asked to reflect on the ease of interdepartmental communication in Question 10. As discussed previously in the study, internal communication is sometimes thought to be time consuming and at times even difficult. Therefore it was necessary to find out employees' views regarding this statement. The results would then indicate

whether a target in communication planning should be simplifying it to make it more convenient.

Environmental effects on communication were to be taken into consideration, beginning with corporate culture. Question 11 concentrates on the prevalent company culture and whether it supports lateral communication. It had to be examined whether the environment facilitates cross-departmental communication or hinders it. The employees' opinion on the matter is important in order to take a note of whether communication should be valued and addressed more. Considering other micro environmental factors, the company structure and its role in communication was to be examined. As discovered in the analysis of the Company previously in Chapter 5.2, the most applicable organizational design is divisionalized form with a high hierarchical structure. A liaison device is additionally used to facilitate communication between marketing and buying departments. Question 12 was targeted for evaluating how well communication functions with this design.

Audience was the focus of Question 13 as communication planning should always keep the audience in mind and messages should be tailored to that target audience. Therefore the content of messages had to be considered from the point of view of employees' at the receiving end of the communication. The results will then reveal whether more detailed guidelines for communication would be appropriate.

Communication planning and avoiding a flood of unnecessary messages being sent to individuals that they don't concern, are key points to consider in communication planning and constructing a strategy. Due to the vast amount of e-mails and communication from other channels, information overflow can easily occur, possibly leading to important messages not reaching the target audience in time or not being noted by the audience. The author wanted to know the opinion on whether or not the content of interdepartmental communication has been informative or if further guidelines or suggestions are needed. The author also considered the receiving side of communication and their skills and willingness to listen in Question 15, as listening is crucial for any communication to be worthwhile. The question also implied if the respondents thought their messages were considered as worthwhile by the receiving end.

Relating to the marketing campaigns, it was necessary to examine whether employees felt they are getting the required information in time regarding future projects. Communicating throughout the campaign is imperative as the departments do not physically work on the projects together, but do their own tasks relating to these somewhat isolated from each other. Communication at the beginning stages of campaign planning is scarce including meetings on the managerial level during the planning process. As the front-line employees do not attend these meetings, the author wanted to find out whether this had an effect on getting information concerning upcoming campaigns in time.

Question 17 focused on the concrete tasks that are performed during the whole process. Awareness of these tasks and what is required from the other department for executing campaigns was an important aspect to be observed. Comprehension of what the other party essentially does leads to the knowledge of why one must do the tasks they do, why deadlines have to be met and why information given to the other department must be complete.

Question 18 focused on the specific tools used for sharing information regarding marketing campaigns. The target was to find out whether these were considered as being up-to-date. The purpose of the tools is to communicate information and facilitate the process of sharing information and are thus important to both parties. In relation to the previous question, the respondents were asked to give suggestions on how to improve the situation. Gaining more in-depth opinions on the tools used for communicating marketing information was a critical point due to their importance in the work processes.

The objective of Question 19 was to examine whether employees were aware of which information in the campaign planning tools was actually important to the other department. Ignorance provides room for misunderstandings and therefore transparency in operations should be implemented as it leads to more efficient communication.

Question 21 was utilized for observing the reaction time to the dynamic environment. Unexpected changes are not uncommon, therefore efficient communications means must be applied to manage change. The author aimed to uncover employees' opinions concerning the efficiency of communication regarding changes.

Related to change as well, it was required to examine whether employees themselves had the means and awareness of whom to contact regarding changes on their part. The author wanted to see whether there was a correlation in the answers of these two questions to pinpoint the problem area where communication gets stuck.

The target of Question 23 was to find out directly from the respondents what they considered were the biggest issues in terms of interdepartmental communication. These would then help the author to draw conclusions regarding the overall state of interdepartmental communication and specify the most challenging issues. The final question inquired about any suggestions for developing the communication between the departments. The author would then use these as reference for further development ideas.

7.2 Results

When directly asked about the current state of interdepartmental communication in terms of efficiency, the majority of the employees somewhat disagreed with the statement with the average of 1.97 on the Likert scale (Figure 4). A total of 77% strongly or slightly disagreed. Therefore, it can be stated that lateral communication is not found to be very effective. Only one respondent somewhat agreed with the statement.

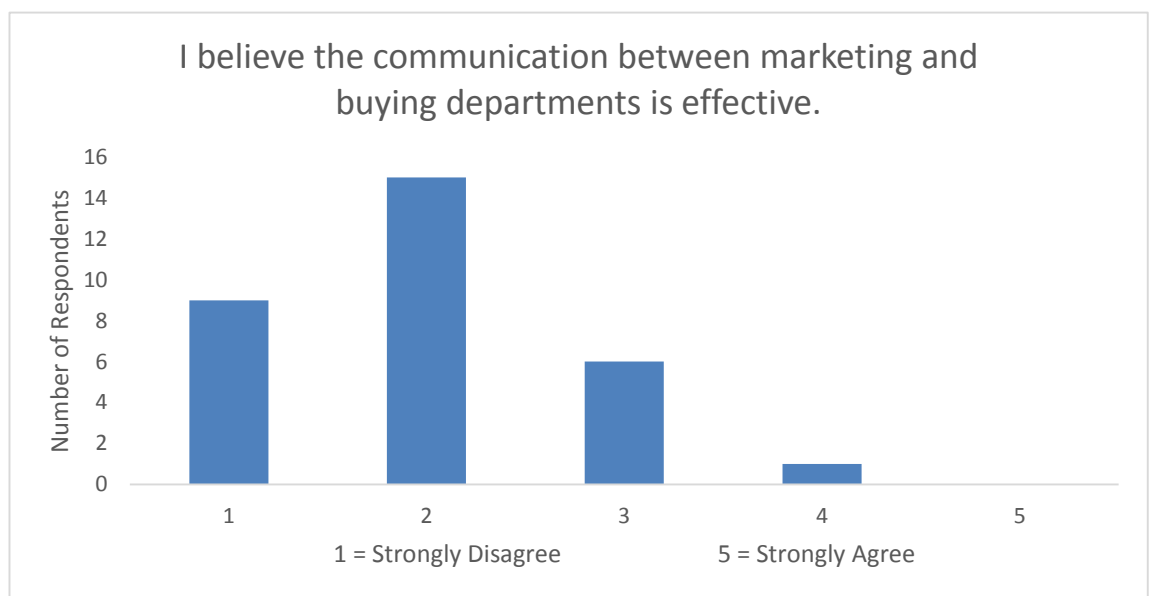


Figure 4: Efficiency of Communication

Communication was not considered easy or uncomplicated, as overall 68% strongly or slightly disagreed. None of the respondents strongly agreed with that it was easy and only one somewhat agreed to the statement. In conclusion, this demonstrates that there are some issues in the communication process that need to be addressed.

The survey results indicated that e-mail was by far the most popular channel of communication used in lateral communication as 71% of respondents answered that they almost always use it as seen in Figure 5. Most common reasons for favoring e-mail above other channels rose from open-ended answers such as efficiency, convenience and the ability to reach multiple people at once. E-mail provides for informal communication which is often considered as an easier outlet. In addition, the physical evidence left by sending e-mails that can later be forwarded was valued highly.

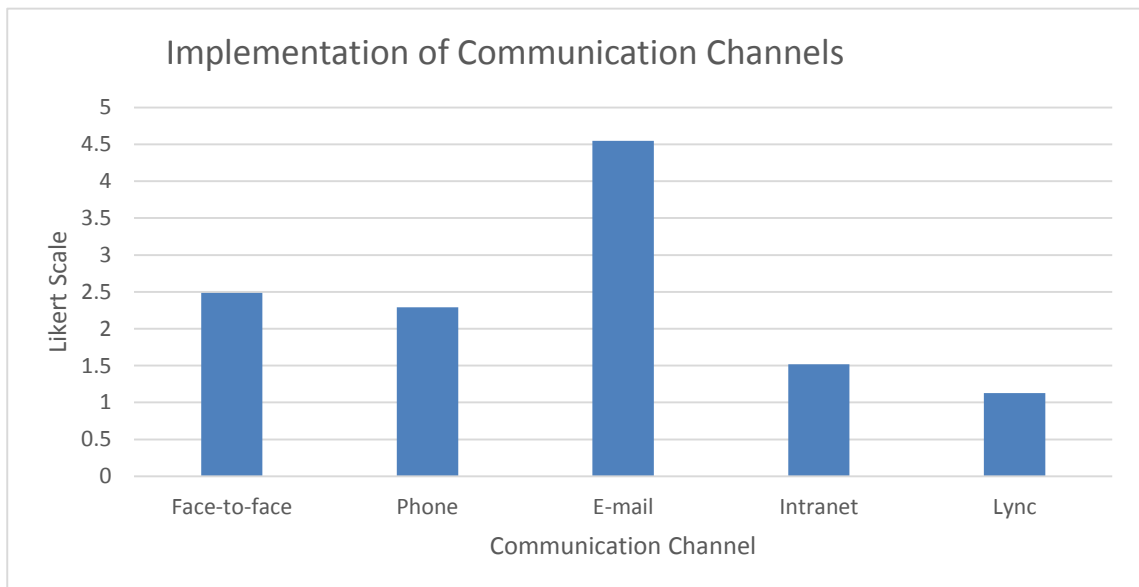


Figure 5: Implementation of Communication Channels

The survey results indicate that face-to-face communication was favored after e-mail. Reasons for using this channel were effectiveness of getting the message across to the other party. After face-to-face communication, phone was most commonly employed. The phone was mostly used for sharing urgent information that could not wait the response time of an e-mail or until the next meeting. The instant messaging software, Lync was only mentioned by three individuals and it was rarely used them.

Additional communication channels implemented included grapevine, internal mail, shared folders on the computer and messages from the marketing coordinator. The marketing coordinator acts as the internal communicator between these two departments. Only a portion of messages goes through the coordinator, usually only big changes regarding matters such as deadlines. When asked whether the communication tools were thought to be up-to-date, it was discovered that 45% neither disagreed nor agreed. However the mean of the results came to be 2.5 on the Likert scale, indicating merely slight disagreement.

Studying the relationships of employees in the different departments, 58% of the respondents replied that they knew one to three colleagues from the other department. A total of 32% responded to know more than 4 individuals. Although most individuals knew some colleagues in the other department, it was discovered that 74% of respondents do not communicate across departments on other than work related topics. This statement scored an average of 1.5 (Figure 6). Therefore it can be concluded that relations are mostly formal and based on work.

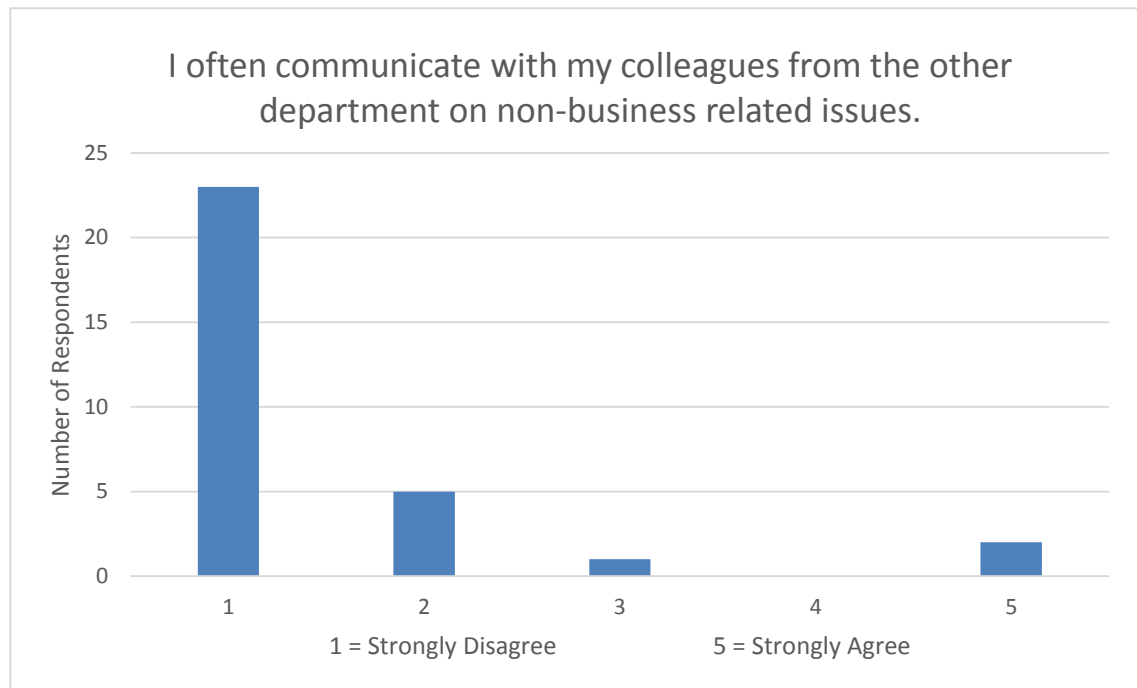


Figure 6: Informal Interdepartmental Communication

Assessing whether corporate culture supports interdepartmental communication, it was discovered that most respondents do not feel it does (Figure 7). The average on the Likert Scale was an alarming 1.9 and a total of 74% of respondents disagreed or strongly disagreed with this statement. None considered the company culture as being supportive of interdepartmental communication.

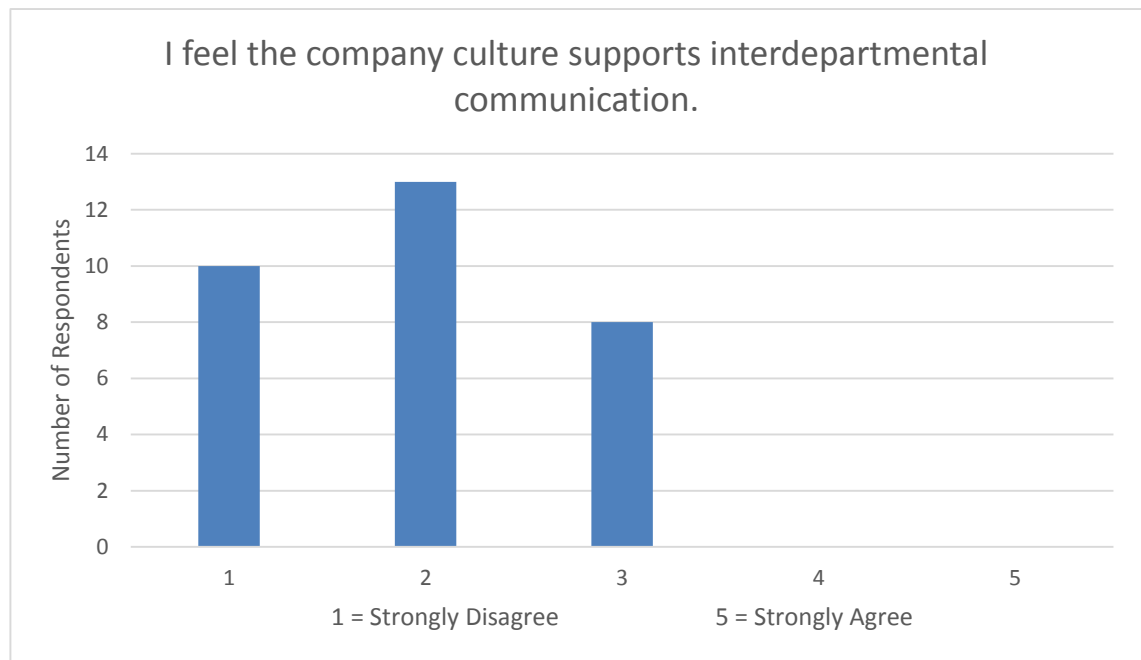


Figure 7: Support of Company Culture

Results indicated that respondents did not feel the organizational structure fully supported communication, as the average came to be 2.0. A total of 71% disagreed slightly or strongly with this statement. As stated previously, the current structure of the company is very hierarchical, which often leads to blocks in communication. Critical points in communication considering this design are middle managers and as discussed before it is critical to involve middle managers in the communication, otherwise messages are easily stuck at this level.

Previously in the study, the subcultures of the departments were discovered to differ from each other and consequently, respondents felt interdepartmental communication was not always understandable. With the average of 2.7, it was somewhat disagreed that communication is always comprehensible. Nevertheless 23% of respondents agreed to the statement and didn't consider it a problem. Respondents also slightly disagreed with the statement that their communication is understood by the other party with the average of 2.7.

A total of 48% strongly or slightly disagreed to this statement. Factors such as noise and blocks in the communication might contribute to messages not being properly understood.

Regarding the timely delivery of information regarding campaigns, a total of 42% respondents strongly disagreed with the statement that they were informed well ahead of time (Figure 8). The average on the Likert scale came to be 2.1. Taking all disagreeing answers into consideration, the total increases to 77%. Only 6% somewhat agreed, which demonstrates a need to clarify the process and increase transparency in communications. In addition a total of 68% of respondents either strongly or slightly disagreed that they were kept informed about changes through the planning and execution process. It can be concluded from these results that a communication gap exists in the process.

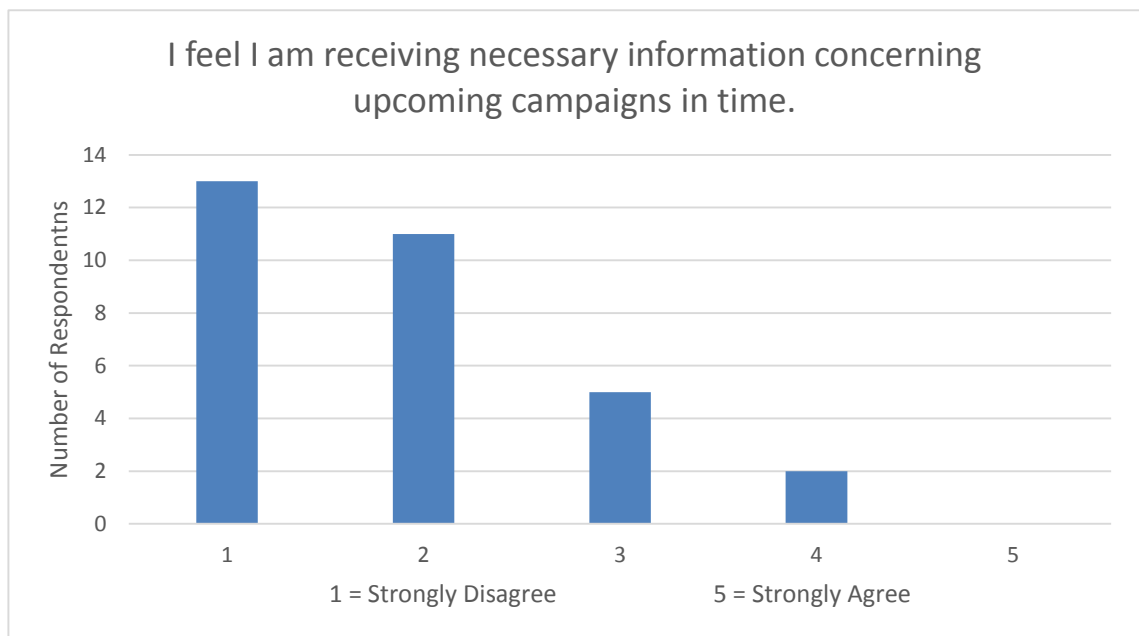


Figure 8: Timely Delivery of Campaign Information

Due to the vast amount of e-mails sent and received daily, information overload might occur and cause employees to disregard some e-mails as junk. Respondents disagreed that the content of messages is carefully thought out, which can be seen by the average of 1.74. The majority, 45% disagreed strongly to this statement, which indicates that content should be held a priority in communication planning.

Regarding concrete tasks done in the other department during campaign planning and execution, it can be concluded that tasks are slightly unclear to respondents seen from the average of 2.3. The mode of answers was undecided. However, a total of 55% strongly

or slightly disagreed to the statement. Awareness of the tasks plays a significant role while creating deadlines and understanding why deadlines are set the way they are.

As it comes to tools for sharing campaign information, 65% of respondents either strongly disagree or slightly disagree that the tools are up-to-date, as portrayed in Figure 9. Nevertheless the mode of scores neither agreed nor disagreed. This could be explained by employees not knowing how the tools could be developed since they have always been done this way. Regarding the development, most commonly mentioned points were unclear practices and lack of mutual understanding resulting from lack of instructions for the use of these tools. Tools were mentioned to be outdated and too manual. It was suggested that new, interactive tools should be employed where several people could work in simultaneously and making updates would send reminders to people to inform them about the updates. Also, interactivity was hoped for between these tools and the Company's ERP system, where any necessary information could be retrieved from the system without the need of manually inserting the same data into the marketing communication tool.

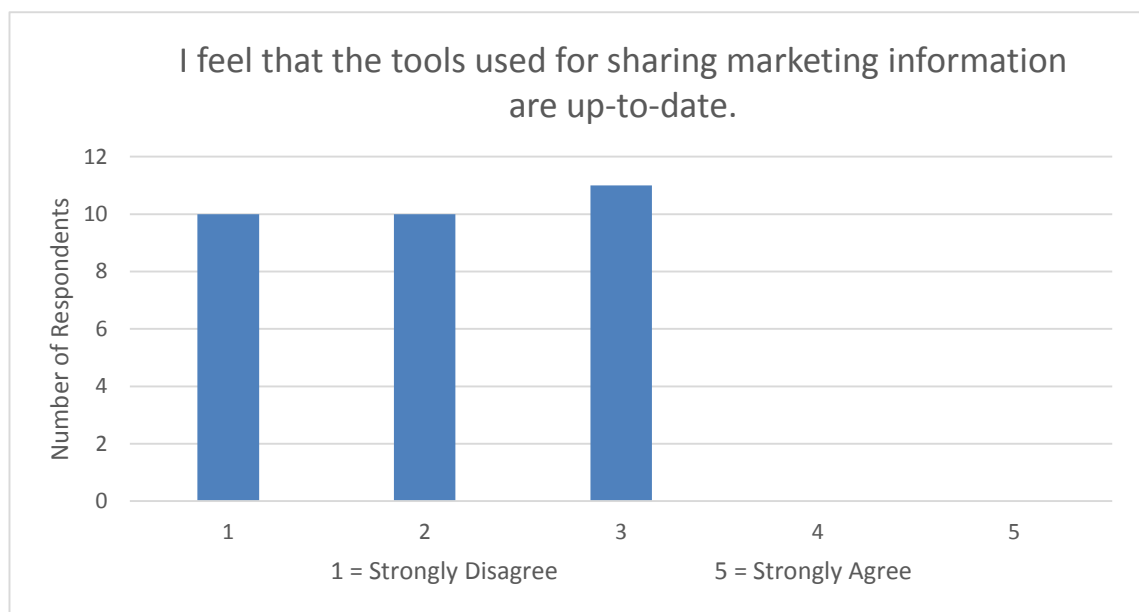


Figure 9: Information Sharing Tools

When asked whether respondents knew what information in these tools is important for the other party, the majority, being 39% neither agreed nor disagreed. Still, another 39% disagreed. In conclusion, the use of these tools is not very clearly comprehended and there

exists a need for training. Knowledge of whom to contact was not the biggest problem in communication as the average came to be 3.1, although 38% still disagreed with this.

When asked about the communication related problems that cause the most additional work, 48% of respondents mentioned problems with schedules. The biggest issues concerning the schedules were that they were unclearly communicated or communicated only at the last minute. In addition, not keeping to the schedule was mentioned various times. The ambiguity of processes was mentioned by 16%. The excessiveness of e-mails was mentioned by 13% of respondents, some of whom also highlighted the need to eliminate the unnecessary messages. Precision with work processes was pointed out by 35%. The context that this came up in was mostly in completion of product information and transferring it to the campaign drafts. One comment in particular was considered alarming regarding the stance on interdepartmental communication; "... two different organizations, which do not know each other or what the other party does..." (Respondent 1, Survey, September 30th 2014). Referring to marketing and buying as separate organizations rather than a part of one uniform organization. The respondent further added to this, mentioning ignorance of available resources in the other department, problems with the flow of communication and not keeping to schedules. Conclusions regarding the opinions of the entire staff cannot be drawn from this comment alone, however it does represent the view of at least one employee and should be addressed in the future when creating a communication strategy.

Lastly, respondents were asked to list any further suggestions for improvement. A total of 29% of respondents mentioned the importance of setting clear schedules and deadlines that need to be followed. Several respondents mentioned the need of understanding the procedures and tools the other department employs in order for developing more efficient mutual processes. It was pointed out that messages should be proofread to ensure content is correct and any embedded links function properly. Clarity in terms of content was also wished for. In addition the importance of agreeing on processes was mentioned. Being truly present was also mentioned when it came to meetings, this accounts to efficiency in communication. Communication should be made interactive. One respondent suggested that an interactive tool for sharing campaign material rather than the old tools that do not allow interactivity and are quite inflexible.

Concluding from the survey results, communication needs to be simplified and made more convenient. In addition, cooperation between the two departments should be encouraged, as currently the departments appear to be distanced from each other. In reference to one respondent, they see each other as two separate organizations. This is a top priority to be addressed while constructing a communication strategy.

8 DISCUSSIONS

Based on the action points that surfaced from the survey, this chapter will provide ideas for future development regarding these action points. First, a communication sub strategy regarding interdepartmental communication is proposed. Then, in relation to the strategy, some further suggestions regarding the development of efficiency in communication are given. Finally, the author will evaluate the success of this study in general and discuss some further topics that could be studied.

8.1 Constructing a Communication Strategy

Communication sub strategy could be constructed to further improve cross departmental communication and it should be aligned with the overall communication strategy as well as company strategy to be able to measure development. The strategy should be documented, describing processes and how they are to be performed during these mutual projects in order to eliminate any confusion and decrease misunderstandings. In addition briefing and training should be provided regarding these processes.

This study could be held as a situational analysis for further evaluation and development of the state of communication between these departments in terms of the micro environment. Based on the survey, suggested action points were defined, which could be included as targets in the communication strategy;

1. Transparency in communications
2. Incorporating TQM principles to corporate culture and thus communication
3. Developing intercompany relations

Ensuring successful implementation of a communication strategy, Farrant's suggestion of a communication policy could be employed. The policy should be created by the internal communicator in cooperation with management, to encourage employee commitment through managerial presence. A means of measurement should be tied to the process in order to evaluate progress and create increasingly efficient practices. The key principles in this case could be the action points defined previously, which become the targets of the communication strategy. The communication policy is to include the methods and

channels agreed upon in internal communication. Responsibilities should be stated clearly and available resources should be stated to avoid any confusion regarding what is possible in terms of human and financial resources. As discussed before, some confusion was pointed out regarding the resources of the other department as it came to meeting deadlines.

Applying TQM principles to communication planning, the priority should be striving for continuous improvement in processes. Improvement can be achieved by identifying problems early in the process in order to develop overall efficiency. This requires taking a process perspective to developing communication and considering all aspects involved. The root of the problems is to be uncovered first and improvements should be constructed to avoid these problems in the future. As TQM is meant to be implemented in the long run, not merely as a quick fix, it should be incorporated to the Company's culture. Culture should be encouraging development and innovation as well as emphasize transparency in all communication. The first step could be increasing transparency in communication by including employees in the campaign briefings. Transparency demonstrates trust and appreciation of other parties and thus increases motivation and self-worth in employees, which are prerequisites for achieving the best possible outcomes. Applying TQM processes will aid in building the best practices for interdepartmental communication. As the whole process is developed, mistakes are reduced and efficiency is increased, which in the long term leads to increased profits. Managing quality throughout the communication process, the most efficient communication channels should be considered and content should be paid close attention to.

Employing Juholin's practice to evaluating communication, seen previously in Figure 3, after strategy has been planned and implemented; checking is called for to see whether it is working. Final evaluation should be done by comparing the results of that stage with those of the situational analysis. Research at the final stage should be conducted with similar methods to the research done for the situational analysis. This will reveal whether progress has been made and to what extent.

8.2 Future Suggestions

Taking the popularity of e-mail into consideration while creating a communication plan, correct e-mail protocol should be defined to avoid conflicts arising from misunderstandings in internal as well as external communication. E-mail is not necessarily an efficient means, as messages might be misunderstood or misinterpreted due to absence of body language to support the message. Face-to-face communication could be valued and employees could be encouraged to use face-to-face communication whenever possible, which could be included in the communication policy.

Content of communication is also to be paid attention to considering the results and it should be addressed when constructing the communication strategy. Relating to the comprehensibility of communication, especially regarding e-mails, self-evaluation could be worthwhile, as one could themselves be using profession-related jargon that might surpass the understanding of the employees in the other department.

Increasing the implementation of I-messaging software, Lync, could aid efficiency, as it could be used for checking smaller matters which require instant replies. In addition, it demands for an instant reply and could decrease the number of e-mails sent to employees. Decreasing the number of e-mails would be beneficial to avoid information overflow. Increasing the use of Lync could be achieved by providing official training for employees. As training has not been provided yet, it could account for the fact it is not commonly used.

A fundamental need for understanding each other's processes surfaced from the results and this should be considered a critical point to address. Comprehension of processes and tools used by the other department is essential in understanding the reasons behind deadlines and the way work is done. Ignorance in regard to the work processes can lead to conflicts and misunderstandings, which in turn decrease efficiency and work motivation. Therefore a future suggestion to decrease misunderstandings and increase effectiveness is to provide training and briefings on the tools used by the other department as well as their work processes. Knowledge of what is required by the other department allows employees to provide the necessary information in time. Transparency in processes will encourage further cooperation and encourage a climate of togetherness.

As discussed in reference to Schein's theory, the different subcultures work to achieve different goals and in this study, it was discovered that employees might feel as being a separate organization from the other department due to fundamentally different goals and procedures. Common goals are the most important aspect of defining an organization and conflicting goals can lead to disagreements between departments as they might see the other party as an obstacle in the way of reaching their goals. Physical separation onto different floors might also lead to widening the gap between the two. To ensure efficient cooperation, departments should be encouraged to think of each other as business partners in one uniform organization working towards uniform goals. This can be achieved by aligning their strategies and encouraging communication. Gaining full support from management in addition to commitment from all employees are prerequisites for this as management's behavior affects behavior of their subordinates.

As non-work related communication across departments was discovered to be minimal, employees should also be encouraged to communicate informally across departments in order to develop the efficiency of overall communication. As concluded from the survey results, the average employee only knew a few of their colleagues employed in the other department, which could be used to explain the absence of informal communication. Achieving this would require relationships between colleagues to be built. Face-to-face communication should be encouraged due to efficiency and decrease in misunderstandings. Contact lists should be provided for each department to facilitate communication especially during campaign planning and execution. Knowledge of whom to contact will make communication processes increasingly efficient.

As discussed before in reference to Farrant, organizations can learn to benefit from informal communication as informal channels can act as support for formal ones. A future suggestion for improving the lateral communication could be hosting more meetings between the individuals at the employee level, as currently mostly the managerial level meets with each other to discuss campaigns. Employee level individuals could be present at the product briefings for campaigns to ensure all parties share a mutual understanding of the product and any product specific details. Allowing employees to participate in these meeting would also decrease the chance of important messages getting stuck at the managerial level. Decreasing the levels of hierarchy could affect communication in a positive

way by increasing efficiency. Nevertheless, middle management should be directly engaged with the entire communication process and not merely communicate performance, in order to aid efficiency.

8.2.1 Interactive Platform for Sharing Information

A shared space for communication could be created where updates on campaign execution could be posted and any general questions could be answered. Lists of contact persons should be provided for each department containing updated information. Deadlines could be updated there to keep all parties informed and on track. Due to the preferences on efficiency and ease, this space could be created in the company Intranet which would allow all employees to have access to it rather than having a physical space. Training on how to use this should be provided to ensure all employees are able to utilize this.

A campaign page in the Intranet was suggested by the author and recently implemented in the Company regarding one particular campaign to facilitate communication. This page contains links to deadlines, contact persons and instructions, which are updated regularly. This type of page could be implemented for all campaigns to allow for easy access to all information regarding a particular campaign.

A suggestion for further developing this page would be implementing a wiki based site for this purpose. Wiki sites enable editing content continually and fairly easily. Ease of editing information is crucial, as changes in processes have occurred recently and will continue occurring as it is mandatory to adapt to the dynamic macro environment and implement new, more up-to-date tools. To ensure correct information, the site could be blocked to allow only certain individuals to edit it, although interactivity could support communication as individuals could directly be engaged with it. Interactivity could additionally be gained by enabling readers to comment and share their opinion, which could increase innovation and produce new ideas for developing communication. In addition to campaign information, ERP user guides could be posted on wiki sites. Editing could allow employees to share their tips on most efficient processes. In addition to the buying department benefitting from this, it could be beneficial for marketing as well, if they need to have a quick look at product information in the system.

An issue that surfaced from the survey was that respondents did not feel they were kept informed and updated during the process. This could be improved by adding updated information on the campaign page in the Intranet, which would increase the transparency in communication. A further suggestion aiming to increase transparency during the process would be to upload concrete updates on the page, such as the campaign drafts or alternatively embed a link to their software where progress could be viewed. Employees from the buying department could check whether the material they provided is correct and post comments on the page. Individuals from the marketing department could also post comments regarding missing product information for instance. In addition, the page could contain a link for instructions regarding the ERP system, the buying department's main tool, to allow employees from marketing to have means and access to it if needed.

8.3 Evaluation of Success

The author believes they were successful in creating a situational analysis of the current state of interdepartmental communication. The overall stance on communication is believed to be well represented by this sample, although a larger sample would have provided more accurate results. Recommendations for the future were realistic considering the current state of communication and could lead to more efficient processes.

Suggestion for further research on the topic would be a survey implemented on a larger scale, concerning internal communication in the entire company. This should not be specified to any departments, in order to discover whether the general stance is parallel to the results of this study. Research could include all hierarchical levels of the Company to specifically pin point any bottlenecks in the communication process, as this study focused merely on two levels.

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APPENDICES

Appendix 1. Communication Survey in Finnish

Ostojen ja markkinoinnin viestinnän kehittäminen kampanjasuunnittelussa sekä -toteutuksessa

1. Osastoni on:

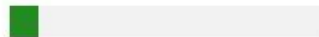
- ☐ Markkinointi
☐ Ostot

2. Asemani on:

- ☐ Työntekijä (ei omia alaisia)
☐ Esimies

<-- Edellinen

Seuraava -->



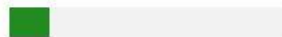
Ostojen ja markkinoinnin viestinnän kehittäminen kampanjasuunnittelussa sekä -toteutuksessa

3. Ostojen ja markkinoinnin välinen viestintä on mielestäni tehokasta.

- Täysin eri mieltä 1 2 3 4 5 Täysin samaa mieltä
☐ ☐ ☐ ☐ ☐

<-- Edellinen

Seuraava -->



Ostojen ja markkinoinnin viestinnän kehittäminen kampanjasuunnittelussa sekä -toteutuksessa

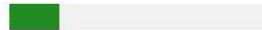
4. Käytän seuraavia viestintäkanavia osastojen väliseen viestintään:

1 = En milloinkaan 5 = Lähes aina

	1	2	3	4	5
Face-to-face	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Puhelin	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sähköposti	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Intranet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lync	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. Jotain muuta, mitä?

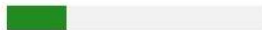
<-- Edellinen Seuraava -->



Ostojen ja markkinoinnin viestinnän kehittäminen kampanjasuunnittelussa sekä -toteutuksessa

6. Mistä syystä käytät edellä mainitsemiasi viestintäkanavia?

<-- Edellinen Seuraava -->



Ostojen ja markkinoinnin viestinnän kehittäminen kampanjasuunnittelussa sekä -toteutuksessa

7. Yrityksessä käytettävät viestintätyökalut ovat mielestäni ajan tasalla.

Täysin eri mieltä 1 2 3 4 5 Täysin samaa mieltä

<-- Edellinen Seuraava -->



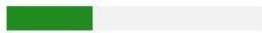
Ostojen ja markkinoinnin viestinnän kehittäminen kampanjasuunnittelussa sekä -toteutuksessa

8. Kuinka monta kollegaa tunnet toiselta osastolta?

Markkinointi ostoista ja ostot markkinoinnista.

- ☐ Kaikki
- ☐ Lähes jokaisen
- ☐ Enemmän kuin 4 henkilöä
- ☐ 1-3 henkilöä
- ☐ En ketään

<-- Edellinen Seuraava -->

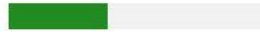


Ostojen ja markkinoinnin viestinnän kehittäminen kampanjasuunnittelussa sekä -toteutuksessa

9. Olen usein yhteydessä toisella osastolla työskenteleviin kollegoihini muissa kuin työasioissa.

Täysin eri mieltä 1 2 3 4 5 Täysin samaa mieltä

<-- Edellinen Seuraava -->



Ostojen ja markkinoinnin viestinnän kehittäminen kampanjasuunnittelussa sekä -toteutuksessa

10. Koen osastojen välisen viestinnän helpoksi ja vaivattomaksi.

Täysin eri mieltä 1 2 3 4 5 Täysin samaa mieltä

<-- Edellinen Seuraava -->



Ostojen ja markkinoinnin viestinnän kehittäminen kampanjasuunnittelussa sekä -toteutuksessa

11. Mielestäni vallitseva yrityskulttuuri tukee osastojen välistä viestintää.

Täysin eri mieltä 1 2 3 4 5 Täysin samaa mieltä

12. Mielestäni organisaation rakenne tukee osastojen välistä viestintää.

Täysin eri mieltä 1 2 3 4 5 Täysin samaa mieltä

<-- Edellinen Seuraava -->



Ostojen ja markkinoinnin viestinnän kehittäminen kampanjasuunnittelussa sekä -toteutuksessa

13. Osastojen välisessä viestinnässä vältetään jargonia (ammattikieltä) ja se on aina ymmärrettävää.

Täysin eri mieltä 1 2 3 4 5 Täysin samaa mieltä

<-- Edellinen Seuraava -->



Ostojen ja markkinoinnin viestinnän kehittäminen kampanjasuunnittelussa sekä -toteutuksessa

14. Mielestäni viestintä on aina tarkkaan harkittua, jotta turhia viestejä vältettäisiin.

Täysin eri mieltä 1 2 3 4 5 Täysin samaa mieltä

<-- Edellinen Seuraava -->



Ostojen ja markkinoinnin viestinnän kehittäminen kampanjasuunnittelussa sekä -toteutuksessa

15. Koen, että sanomani toiselle osastolle ymmärretään.

Täysin eri mieltä 1 2 3 4 5 Täysin samaa mieltä

<-- Edellinen Seuraava -->



Ostojen ja markkinoinnin viestinnän kehittäminen kampanjasuunnittelussa sekä -toteutuksessa

16. Koen saavani tarpeelliset tiedot tulevista kampanjoista aina ajoissa.

Täysin eri mieltä 1 2 3 4 5 Täysin samaa mieltä

<-- Edellinen Seuraava -->



Ostojen ja markkinoinnin viestinnän kehittäminen kampanjasuunnittelussa sekä -toteutuksessa

17. Mitä konkreettisiin työtehtäviin tulee, olen tietoinen siitä, mitä kampanjoiden toteuttaminen vaatii toiselta osastolta.

Täysin eri mieltä 1 2 3 4 5 Täysin samaa mieltä

<-- Edellinen Seuraava -->



Ostojen ja markkinoinnin viestinnän kehittäminen kampanjasuunnittelussa sekä -toteutuksessa

18. Mielestäsi markkinoinnin ja ostojen käyttämät työkalut kampanjatietojen jakamiseen ovat ajan tasalla.

Täysin eri mieltä 1 2 3 4 5 Täysin samaa mieltä

19. Jos ei, kuinka parantaisit näitä työkaluja?

<-- Edellinen

Seuraava -->



Ostojen ja markkinoinnin viestinnän kehittäminen kampanjasuunnittelussa sekä -toteutuksessa

20. Tiedän mitkä tiedot näissä työkaluissa ovat tärkeitä toisen osaston työn kannalta.

Täysin eri mieltä 1 2 3 4 5 Täysin samaa mieltä

<-- Edellinen

Seuraava -->



Ostojen ja markkinoinnin viestinnän kehittäminen kampanjasuunnittelussa sekä -toteutuksessa

21. Koen, että minut pidetään ajan tasalla muutoksista kampanjoiden suunnittelu- sekä toteuttamisvaiheessa.

Täysin eri mieltä 1 2 3 4 5 Täysin samaa mieltä

<-- Edellinen Seuraava -->



Ostojen ja markkinoinnin viestinnän kehittäminen kampanjasuunnittelussa sekä -toteutuksessa

22. Tiedän kehen ottaa yhteyttä, mikäli omalta puoleltani tulee muutoksia aikaisempiin tietoihin kampanjoiden suunnittelu/toteuttamisvaiheessa.

Täysin eri mieltä * 1 2 3 4 5 Täysin samaa mieltä

<-- Edellinen Seuraava -->



Ostojen ja markkinoinnin viestinnän kehittäminen kampanjasuunnittelussa sekä -toteutuksessa

23. Listaa viestinnästä johtuvat työllistävimmät ongelmat kampanjoiden suunnittelu/ toteutus vaiheessa:

<-- Edellinen

Seuraava -->



Ostojen ja markkinoinnin viestinnän kehittäminen kampanjasuunnittelussa sekä -toteutuksessa

24. Listaa ideoita osastojen välisen viestinnän parantamiseksi:

☐ Vahvista vastausten lähetys

<-- Edellinen

Lähetä

